

# Police Management and Staffing Study

5 January 2009



# Police Management and Staffing Study

5 January 2009

## TABLE OF CONTENTS

Project Business Rules .....	P. 3
Project Management Timeline Chart .....	P. 4
Completed Recommendations .....	P. 14
Chapter 2 – Crime and Workload Reporting .....	P. 15
Chapter 3 – Patrol Services .....	P. 17
Chapter 4 – Community Policing .....	P. 22
Chapter 5 – Criminal Investigations .....	P. 26
Chapter 6 – Support Management Services .....	P. 36
Chapter 7 – Written Directives .....	P. 52
Chapter 8 – Recruitment and Selection .....	P. 53
Chapter 9 – Public Information Officer .....	P. 72

# Police Management and Staffing Study

## Project Business Rules

- First report due to City Council 1 September 2008
- Follow up reports due every 60 days. Next report: **2 March 2009**.
- Once a recommendation has been completed or the decision is made to non-concur with the recommendation that item will be removed from the 60 day follow up report and placed in the completed/closed file
- Recommendations which will result in increased budget requirements will be listed in **green** and will include the budget requirements
- For ease in reading inputs to the project management updates, word documents will be short and succinct
- Inputs and timelines will be established by the Chief of Police with approval from the City Manager
- All project information will be placed on a master CD and hand delivered to offices working on the project
- Once the City Manager has reviewed the document and briefed the Mayor and City Council members, the Public Affairs Office will place the information on the city website for review by the media and citizens

# Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.1	1-Nov-08	20-Dec-08																	
2.2																			
2.3	1-Nov-08	20-Dec-08																	
2.4																			
3.1	1-Sep-08	30-Apr-09																	
3.2	1-Sep-08	26-Sep-08																	
3.3	30-Jul-08	5-Nov-08																	
3.4	1-Sep-08	15-Dec-08																	
3.5	1-Sep-08	5-Nov-08																	
3.6	1-Sep-08	26-Sep-08																	
3.7	1-Sep-08	26-Sep-08																	
3.8	1-Sep-08	26-Sep-08																	
3.9																			
3.10	1-Sep-08	26-Sep-08																	
3.11																			
3.12	1-Sep-08	26-Sep-08																	
3.13	1-Sep-08	26-Sep-08																	
3.14	1-Sep-08	26-Sep-08																	
3.15	4-Nov-08	5-Jan-09																	
3.16	4-Nov-08	5-Jan-09																	
3.17	30-Jul-08	30-Jan-09																	
3.18	1-Sep-08	26-Sep-08																	
3.19																			
3.20	1-Sep-08	1-Oct-08																	
3.21	1-Sep-08	1-Apr-09																	
3.22	1-Sep-08	26-Sep-08																	

Green: Complete  
 Blue: Ongoing  
 Red: Past Due

# Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.23																			
3.24																			
3.25	1-Sep-08	6-Jan-08																	
3.26																			
3.27	1-Sep-08	5-Nov-08																	
4.1	4-Nov-08	5-Jan-09																	
4.2	1-Sep-08	1-Apr-09																	
4.3	1-Sep-08	26-Sep-08																	
4.4																			
4.5																			
4.6																			
4.7	1-Sep-08	26-Sep-08																	
4.8																			
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4.10	1-Sep-08	26-Sep-08																	
4.11	1-Sep-08	26-Sep-08																	
4.12	1-Sep-08	26-Sep-08																	
4.13	1-Sep-08	26-Sep-08																	
4.14	1-Sep-08	1-Nov-08																	
4.15	1-Sep-08	26-Sep-08																	
4.16																			
4.17	4-Nov-08	5-Jan-09																	
5.1	4-Nov-08	31-Dec-09																	
5.2	1-Sep-08	1-Apr-09																	
5.3	1-Sep-08	26-Sep-08																	
5.4																			

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# Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
5.5																			
5.6																			
5.7	1-Sep-08	26-Sep-08																	
5.8	1-Sep-08	15-Dec-08																	
5.9																			
5.10	30-Jul-08	5-Nov-08																	
5.11	1-Sep-08	15-Dec-08																	
5.12	1-Sep-08	26-Sep-08																	
5.13	1-Sep-08	26-Sep-08																	
5.14	1-Sep-08	1-Oct-08																	
5.15	1-Sep-08	26-Sep-08																	
5.16	1-Sep-08	5-Nov-08																	
5.17	1-Sep-08	26-Sep-08																	
5.18	1-Sep-08	26-Sep-08																	
5.19																			
5.20	1-Sep-08	15-Dec-08																	
5.21	1-Sep-08	1-Oct-08																	
5.22	1-Sep-08	26-Sep-08																	
5.23																			
5.24	1-Sep-08	1-Apr-09																	
5.25	1-Sep-08	26-Sep-08																	
5.26	1-Sep-08	26-Sep-08																	
5.27	1-Sep-08	15-Dec-08																	
5.28	4-Nov-08	5-Jan-09																	
6.1	4-Nov-08	5-Jan-09																	
6.2	4-Nov-08	5-Jan-09																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
6.3	4-Nov-08	1-Mar-09				Blue	Blue	Blue	Blue	Blue									
6.4	4-Nov-08	5-Jan-09				Green	Green	Green											
6.5	4-Nov-08	5-Jan-09				Green	Green	Green											
6.6	4-Nov-08	5-Jan-09				Green	Green	Green											
6.7	4-Nov-08	5-Jan-09				Green	Green	Green											
6.8	4-Nov-08	28-Feb-09				Blue	Blue	Blue	Blue										
6.9	4-Nov-08	5-Jan-09				Green	Green	Green											
6.10	1-Sep-08	26-Sep-08		Green															
6.11	4-Nov-08	5-Jan-09				Green	Green	Green											
6.12	4-Nov-08	5-Jan-09				Green	Green	Green											
6.13	4-Nov-08	5-Jan-09				Green	Green	Green											
6.14	4-Nov-08	5-Jan-09				Green	Green	Green											
6.15	4-Nov-08	15-May-09				Blue	Blue	Blue	Blue	Blue	Blue	Blue							
6.16	4-Nov-08	5-Jan-09				Green	Green	Green											
6.17	4-Nov-08	1-July-09				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue					
6.18																			
6.19																			
6.20	4-Nov-08	5-Jan-09				Green	Green	Green											
6.21	1-Nov-08	15-Dec-08				Green	Green												
6.22	1-Nov-08	15-Dec-08				Green	Green												
6.23																			
6.24	1-Sep-08	26-Sep-08		Green															
6.25																			
6.26	1-Sep-08	15-Dec-08		Green	Green	Green	Green												
6.27																			
6.28	4-Nov-08	28-Feb-09																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
6.29																			
6.30																			
6.31																			
6.32																			
6.33	30-Jul-08	15-Dec-08																	
6.34	30-Jul-08	15-Dec-08																	
6.35																			
6.36																			
6.37																			
6.38																			
6.39																			
6.40																			
6.41																			
6.42																			
6.43	30-Jul-08	15-Dec-08																	
6.44																			
6.45	1-Sep-08	5-Nov-08																	
6.46	1-Sep-08	1-Apr-09																	
6.47																			
6.48	1-Sep-08	26-Sep-08																	
6.49																			
6.50	1-Sep-08	5-Nov-08																	
7.1	1-Sep-08	26-Sep-08																	
7.2	1-Sep-08	28-Feb-09																	
7.3																			
7.4																			

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
7.5																			
8.1																			
8.2																			
8.3																			
8.4																			
8.5	1-Sep-08	5-Nov-08																	
8.6																			
8.7																			
8.8	1-Nov-08	20-Dec-08																	
8.9																			
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8.18																			
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8.20																			
8.21	1-Sep-08	26-Sep-08																	
8.22																			
8.23	30-Jul-08	5-Nov-08																	
8.24	30-Jul-08	5-Nov-08																	
8.25	30-Jul-08	5-Nov-08																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.26	30-Jul-08	5-Nov-08																	
8.27	30-Jul-08	5-Nov-08																	
8.28	30-Jul-08	5-Nov-08																	
8.29																			
8.30	1-Sep-08	26-Sep-08																	
8.31																			
8.32	1-Sep-08	26-Sep-08																	
8.33																			
8.34	1-Sep-08	26-Sep-08																	
8.35																			
8.36	30-Jul-08	5-Nov-08																	
8.37	1-Sep-08	26-Sep-08																	
8.38	1-Sep-08	26-Sep-08																	
8.39																			
8.40	30-Jul-08	5-Nov-08																	
8.41																			
8.42																			
8.43																			
8.44																			
8.45																			
8.46																			
8.47																			
8.48	1-Sep-08	5-Nov-08																	
8.49																			
8.50																			
8.51																			

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# Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.52																			
8.53																			
8.54																			
8.55																			
8.56																			
8.57																			
8.58																			
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8.67																			
8.68																			
8.69																			
8.70																			
8.71																			
8.72																			
8.73																			
8.74	1-Sep-08	15-Dec-08																	
8.75	1-Sep-08	15-Dec-08																	
8.76	1-Sep-08	26-Sep-08																	
8.77	1-Sep-08	5-Nov-08																	

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# Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.78																			
8.79																			
8.80																			
8.81																			
8.82																			
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8.84																			
8.85																			
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8.92																			
8.93																			
8.94																			
8.95																			
9.1	30-Jul-08	15-Dec-08																	

Green: Complete  
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Red: Past Due

# Police Management and Staffing Study

5 November 2008

During this reporting period, the following recommendations have been addressed:

- |        |        |        |
|--------|--------|--------|
| • 3.4  | • 6.2  | • 6.17 |
| • 3.15 | • 6.4  | • 6.20 |
| • 3.16 | • 6.5  | • 6.21 |
| • 3.25 | • 6.6  | • 6.22 |
| • 4.1  | • 6.7  | • 6.26 |
| • 4.17 | • 6.8  | • 6.33 |
| • 5.1  | • 6.9  | • 6.34 |
| • 5.8  | • 6.11 | • 6.43 |
| • 5.11 | • 6.12 | • 8.8  |
| • 5.20 | • 6.13 | • 8.74 |
| • 5.27 | • 6.14 | • 8.75 |
| • 5.28 | • 6.15 | • 9.1  |
| • 6.1  | • 6.16 |        |

\* Recommendations highlighted in red are closed items that will be removed from the next update.

# Police Management and Staffing Study

## 5 January 2009

The following recommendations are closed and removed from future reports:

<u>DATE REMOVED</u>	<u>DATE REMOVED</u>	<u>DATE REMOVED</u>
3.2 6 January 2009	5.12 6 January 2009	8.30 6 January 2009
3.3 4 November 2008	5.13 6 January 2009	8.32 6 January 2009
3.5 6 January 2009	5.14 6 January 2009	8.34 6 January 2009
3.6 6 January 2009	5.15 6 January 2009	8.36 4 November 2008
3.7 6 January 2009	5.16 6 January 2009	8.37 6 January 2009
3.8 6 January 2009	5.17 6 January 2009	8.38 6 January 2009
3.10 6 January 2009	5.18 6 January 2009	8.40 4 November 2008
3.12 6 January 2009	5.21 6 January 2009	8.48 6 January 2009
3.13 6 January 2009	5.22 6 January 2009	8.76 6 January 2009
3.14 6 January 2009	5.25 6 January 2009	8.77 6 January 2009
3.18 6 January 2009	5.26 6 January 2009	8.40 4 November 2008
3.20 6 January 2009	6.10 6 January 2009	8.48 6 January 2009
3.22 6 January 2009	6.24 6 January 2009	8.76 6 January 2009
3.27 6 January 2009	6.45 6 January 2009	8.77 6 January 2009
4.3 6 January 2009	6.48 6 January 2009	
4.7 6 January 2009	6.50 6 January 2009	
4.10 6 January 2009	7.1 6 January 2009	
4.11 6 January 2009	8.5 6 January 2009	
4.12 6 January 2009	8.19 6 January 2009	
4.13 6 January 2009	8.21 6 January 2009	
4.14 6 January 2009	8.23 6 January 2009	
4.15 6 January 2009	8.24 4 November 2008	
4.17 6 January 2009	8.25 4 November 2008	
5.3 6 January 2009	8.26 4 November 2008	
5.7 6 January 2009	8.27 4 November 2008	
5.10 4 November 2008	8.28 4 November 2008	

# Police Management and Staffing Study

## 5 January 2009

Reporting Division: Police Department

### CRIME AND WORKLOAD REPORTING

#### CHAPTER 2

2.1 Assure that all personnel determining whether a crime is cleared or classified by Uniform Crime Report criteria are trained in Uniform Crime Report reporting.

Police Response: The Departments standard operating procedure is to insure all employees are properly trained in this area. Annual in-service training will highlight this issue to insure consistency and compliance.

Status: Completed.

City Manager Response: Approve Police response.

2.2 Assure that the dispatch system is providing consistent and accurate data for the Police Department.

Police Response:

Status:

City Manager Response:

2.3 Assure that future changes in software are compatible with former police records databases for the Department to access records (see criminal investigations in Chapter Five).

Police Response: The Department will work closely with the City of Greensboro Management Information Systems (MIS) Division to insure compatibility. This will insure proper retention of records and enhance search capabilities.

Status: Completed.

City Manager Response: Approve Police Response.

# Police Management and Staffing Study

## 5 January 2009

*2.4* Report officer-initiated activity separately from calls for service, which are utilized for determining patrol staffing and assessing citizen requests for service (see Chapter Three).

Police Response:

Status:

City Manager Response:



# Police Management and Staffing Study

## 5 January 2009

### PATROL SERVICES

### CHAPTER 3

#### Patrol Services

**3.1** Abolish the 5/4 work schedule and either return to the 4/4 fixed shift or a shift that more closely matches patrol staffing to workload. Any obligated time (time owed to the City based on the 4/4 shift configuration) should be directed to specific high-crime areas and times of crime occurrence.

**Police Response:** A study committee has been formed to study scheduling options including patrol and support units. This committee will make a recommendation to the Chief of Police.

**Status:** On-going with a decision by 15 March 2009.

**City Manager Response:** I approved of the Police response. Due to the fact that a major scheduling change will have a dramatic impact on both patrol capabilities and personnel, a measured response is critical. Full participation by the leadership and rank and file will insure all implications are addressed. We will review budget impacts once the committee work is complete.

# Police Management and Staffing Study

## 5 January 2009

**3.4 Assign five (5) captains as watch commanders to the recommended deputy chief of the Operations Bureau.**

**Police Response:** Concur with this recommendation regarding the five (5) Watch Commander Captains. In order to comply with this recommendation it will require an increase of three (3) Captains positions. We currently have no facility to house the position of Deputy Chief.

**Status:** Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for the Watch Commander positions and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008. The additional space issue will be addressed under Recommendation 5.1.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases. The priorities will be continually adjusted as mission requirements dictate. Due to the current economic conditions there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. The requested increases will be presented through the normal Budget and Evaluation process. Listed below are rough estimates for the costs for the increase of the three (3) additional Watch Commanders. Police have added related maintenance and operations' cost for each position along with their prioritization.

High Priority			
		Sal./Ben. Calc.	Operating
Captain	Watch Commander	\$102,400	
Captain	Watch Commander	\$102,400	
Captain	Watch Commander	\$102,400	
		<b><u>\$307,200</u></b>	<b><u>\$104,510</u></b>

# Police Management and Staffing Study

## 5 January 2009

*3.9* Clearly define the classifications of crimes and calls within each priority, especially priority 1 and priority 2 calls.

Police Response:

Status:

City Manager Response:

*3.11* Remove mental health/commit calls from priority 1 calls.

Police Response:

Status:

City Manager Response:

*3.15* Explore more patrol officer involvement in the investigation of specific types of crimes.

Police Response: Patrol officers are involved in the preliminary investigations of all crime types from simple larcenies to murder investigations. Patrol officers have the ability to take preliminary investigations as far as they can in many routine investigations as time permits for the load of Police calls.

Status: Completed.

City Manager Response: Approve Police response.

*3.16* Develop a written beat plan/profile for each patrol zone that describes the activities of patrol officers while assigned to that zone.

Police Response: We do not concur. We have division goals and objectives that encourage officers throughout the division to work on specific problems and issues. We feel these goals are sufficient to meet the needs of the community taking into consideration the limited availability for patrol.

Status: Completed.

City Manager Response: Approve Police response.

# Police Management and Staffing Study

## 5 January 2009

### **3.17 Abolish the rank of police corporal and assign one Sergeant and one Lieutenant to each patrol shift.**

**Police Response:** Non-concur with this recommendation, but have enhanced the Corporal position. The Corporal rank will be retained but made a part of the promotional system and an established rank with the Police chain of command.

**Status:** The Corporal rank will be retained with testing for new Corporals in November, promotions in January 2009 and making the rank a first-line supervisory position in the chain of command. The Department of Human Resources has been tasked to help develop the appropriate job description and salary base. A promotional test will be scheduled with the promotion cycle in early 2009.

**City Manager Response:** Concur with Police response. The Budget & Evaluation Office has been directed to conduct a cost analysis of this position. Once the position of Corporal has been added to the supervisory chain, there will be an increased cost for the position.

### **3.19 Install vehicle locators on cars utilized for patrol services.**

**Police Response:**

**Status:**

**City Manager Response:**

### **3.21 Change the current work schedule of all Community Resource Team members to include the routine working of evenings and weekends.**

**Police Response:** Schedules are being reviewed by a committee established to study work schedules. This committee will make recommendations to the Chief of Police.

**Status:** Completion 1 March 2009.

**City Manager Response:** Approve the response and established timeline. This is another situation that will impact Police capabilities and have a direct impact on Police Officers. A measured approach with full input by the leadership and officers is critical.

# Police Management and Staffing Study

## 5 January 2009

### Response Time/Computers

3.23 Revisit the entire list of protocols for priority 1 calls, list specific calls that are life threatening, and remove all calls that are not imminently life threatening, such as mental commitment papers, from priority 1.

Police Response:

Status:

City Manager Response:

3.24 Define and calculate response time as the time from the receipt of a call to the arrival of an officer.

Police Response:

Status:

City Manager Response:

3.25 Revise Directive 8.3 relative to having a minimum of only one officer available per division. This should be corrected immediately.

Police Response: This recommendation is currently under review and will be addressed by the modifications made to the patrol shift changes currently under review.

Status: This recommendation will be reported jointly when the committee has completed their review.

City Manager Response: Approve Police response.

3.26 Change police protocols that permit/require the assignment of any unit in the City to a priority 1 call. A corporal or sergeant from the affected division or specialized unit should be sent to the call if available.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

### COMMUNITY POLICING

#### CHAPTER 4

**4.1** Assure that community policing is a philosophy of policing embraced by all sworn and civilian employees.

**Police Response:** Community policing is emphasized in every aspect of police operations from recruits working on problem solving assignments to the work of our Community Resource Teams, it is our philosophy. We plan to include a block of instruction on community policing in our 2010 in-service training.

**Status:** Complete. On-going with additional training in 2010.

**City Manager Response:** Approve Police response and timeline.

**4.2** Reexamine the current working hours of the Community Resource Teams in order to maximize contact with the public.

**Police Response:** All schedules are being reviewed by the schedule committee established by the Chief of Police. The committee will make a recommendation to the Chief of Police in early 2009.

**Status:** Recommendations will be presented to the Chief of Police not later than 1 April 2009, with an immediate implementation of selected recommendation.

**City Manager Response:** Approve Police response and timeline.

**4.4** Establish comprehensive performance measurements (key performance indicators) for the Community Resource Team and Police Neighborhood Resource Center.

**Police Response:**

**Status:**

**City Manager Response:**

# Police Management and Staffing Study

## 5 January 2009

**4.5** Form a COP/POP reorganization and integration committee, with the four departmental entities currently comprising COP/POP efforts, and patrol, to restructure COP/POP in the Department.

Police Response:

Status:

City Manager Response:

**4.6** Ensure that community- and problem-oriented policing efforts are in compliance with the “Guiding Principles for the Operation and Management of a COP/POP Unit/Entity” articulated previously in this chapter.

Police Response:

Status:

City Manager Response:

**4.8** Ensure that a citizen concerns log is developed and maintained in the Department; secretarial support is required for this program.

Police Response:

Status:

City Manager Response:

**4.9** Integrate the activities of patrol officers, traffic officers, detectives, Community Resource Team, Police Neighborhood Resource Center, School Resource Officer, and tactical (currently Tactical Special Enforcement Team, but structured differently) into a coordinated, problem-solving police service model.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

4.16 Assure that all police employees, sworn and civilian, are trained in community policing and incorporate residents into the training as both trainers and participants. Course objectives could include:

- A. To increase understanding of community policing and problem-solving by officers, employees, staff, and residents;
- B. To provide a forum for the discussion of specific problems and concerns related to implementing community policing in Greensboro;
- C. To facilitate team building among Police Department employees;
- D. To facilitate team building among Police Department employees and residents;
- E. To enhance the participants' problem-solving abilities;
- F. To assure a better understanding and appreciation of cultural differences; and,
- G. To provide guidance on developing and maintaining partnerships between Police Department employees and stakeholders.

Police Response:

Status:

City Manager Response:



# Police Management and Staffing Study

## 5 January 2009

4.17 Consider a beat coordinator program as a central feature of community policing initiatives by utilizing members of the Community Resource Team and Central City Resource Team. This program would include the following steps for implementation:

- A. Identify specific district/multiple zones or geographic area for a pilot program;
- B. Seek input from patrol, detectives and specialty units on objectives;
- C. Establish specific performance measurements, or key performance indicators;
- D. Develop a plan for the beat coordinator program;
- E. Utilize eight-hour shifts for beat coordinators;
- F. Develop a job description for beat coordinator and beat coordinator supervisor (sergeant or lieutenant);
- G. Identify the qualifications for the positions;
- H. Conduct a formalized objective selection process;
- I. Train the beat coordinators and supervisor extensively in community-oriented policing and problem-oriented policing;
- J. Empower the beat coordinator to make decisions relative to problem solving and to work with all members of the Department;
- K. Assign one beat coordinator to a specific geographic area;
- L. Purchase and provide a take-home car for each beat coordinator/supervisor;
- M. Require all problems identified in a beat to be routed to the beat coordinator;
- N. Assure that the beat coordinators work with City departments, such as Public Works, and Parks and Recreation; and
- O. Evaluate the effectiveness/productivity/performance measurements of the program at the end of one year.

Police Response: We do not concur with this recommendation. Patrol time is at a minimum due to staffing levels. We are currently unable to utilize an elaborate beat plan.

Status: Completed.

City Manager Response: I have directed the Police Department to revisit this recommendation when they update their strategic plan.

# Police Management and Staffing Study

## 5 January 2009

### CRIMINAL INVESTIGATIONS

## CHAPTER 5

### Criminal Investigations Division

#### 5.1 Initiate steps to provide adequate space for the criminal investigations functions.

**Police Response:** A new facility is needed to house all Criminal Investigations Division Detectives in the same facility. This should result in savings of time and an increased level of communication between squads. The increased communications should result in higher clearance rates with more cases being solved. This also should improve the management and supervision of detectives because they are currently located at three (3) separate facilities.

**Status:** Request for a new facility for Criminal Investigations Division, Investigative Support and Police Administration is needed.

**City Manager Response:** Requires significant coordination. Project Management chart will be developed. A request has been added to the 2009 Economic stimulus package for \$5.2 million to satisfy this requirement.

BUDGET		ESTIMATED COST	
Proj. Fund Status:			
Orig. Project Budget:	\$	Professional Services:	\$
Rev Project Budget:	\$	Land-R/W-Cost:	\$
Other Fund Sources:	\$	Construction Cost:	\$
Grants-Fed-State:	\$	Other Cost:	\$
Available Budget:	\$	Total Estimated Cost:	\$

5.2 Assign detectives to work evening hours and Saturdays. A two-team schedule could rotate detectives every two weeks from a day shift to a later afternoon/evening shift and one team could work Tuesday through Saturday.

**Police Response:** All scheduling recommendations have been referred to a scheduling committee that will study work schedules.

**Status:** Recommendations should be completed by 1 April 2009 with immediate implementation once the Chief of Police approves the committees' recommendations.

**City Manager Response:** Approve the Police response and timeline.

# Police Management and Staffing Study

## 5 January 2009

*5.4* Continue with its update of Criminal Investigation Division Standard Operating Procedures and assure that one comprehensive written directive on criminal investigations is included in the Department's written directives system; Standard Operating Procedures should have a specific number, rather than designation as a chapter.

Police Response:

Status:

City Manager Response:

*5.5* Utilize, as part of case management, written guidelines on solvability factors.

Police Response:

Status:

City Manager Response:

*5.6* Reduce the regular daily meetings of supervisors in the Criminal Investigations Division to one day a week, until and at such time as the squads work in one facility.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

5.8 Fund at least one full-time position to handle Internet child predator issues in 2008, assign the officer to the special victims unit and expand the staffing to two positions in 2010. (Currently a detective is assigned from an existing squad to the function.)

**Police Response:** We highly concur with this recommendation. Internet sexually motivated crimes pose a serious threat to our children. We must take action to improve our capability to address this issue. In order to comply with this recommendation it will require an increase of one (1) position and it should be assigned to the Juvenile Services Squad.

**Status:** Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for this additional position in the Juvenile Services Squad and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 1008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of at least one (1) full time position to handle Internet Child Predator issues. Police have added related maintenance and operations' cost for this position along with their prioritization.

Medium Priority			
		Sal./Ben. Calc.	Operating
Detective/P2	Internet Child Pred Det	<u>\$57,600</u>	<u>\$55,695</u>

# Police Management and Staffing Study

## 5 January 2009

*5.9* Consolidate the Commercial Property Crimes Squad and the Residential Property Crimes Squad into a property crimes section.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

**5.11** Fund three clerical positions for the Criminal Investigations functions to transcribe investigative reports, enter timesheet information into a computer and assist detectives in clerical activities.

**Police Response:** We highly concur with this recommendation regarding transcription and assisting with clerical duties. Interview transcriptions are a critical need for court preparation. This need is increasing due to state mandated recording of certain interviews. We believe we must take action to improve our capability to address this issue, which will require an increase of three (3) new clerical positions.

**Status:** Job Analysis Questionnaires for the three (3) clerical positions were completed by the Police Department on 30 September 2008 for these additional three (3) positions in the Criminal Investigations Division and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are rough estimates for the costs for the increase of the three (3) additional clerical positions. Police have added related maintenance and operations' cost for each position along with their prioritization.

Low Priority			
		Sal./Ben. Calc.	Operating
Admin Asst	CID Admin	\$40,960	
Admin Asst	CID Admin	\$40,960	
Admin Asst	CID Admin	\$40,960	
		<b><u>\$122,880</u></b>	<b><u>\$13,800</u></b>

# Police Management and Staffing Study

## 5 January 2009

*5.19* Assign the crime analyst in Criminal Investigation Division to a centralized crime analysis section working.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

**5.20 Fund one sergeant and four officers for domestic abuse and assign the personnel to the Criminal Investigations Division, Special Victims Unit.**

**Police Response:** We highly concur with this recommendation. Domestic violence takes a tremendous toll on our community and demands a greater response by the Greensboro Police Department. Consistent intervention and investigation is crucial. We recommend the unit be a stand-alone Criminal Investigations Division Squad with one (1) Sergeant, one (1) Corporal, and four (4) Detectives. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of six (6) positions.

**Status:** Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for one (1) Sergeant, one (1) Corporal, and four (4) Detectives in the domestic abuse area of the Criminal Investigations Division and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are rough estimates for the costs for the increase of one (1) Sergeant, one (1) Corporal, and four (4) Detectives. Police have added related maintenance and operations' cost for each position along with their prioritization.

High Priority			
		Sal./Ben. Calc.	Operating
Sergeant	Dom Abuse	\$80,640	
Corporal	Dom Abuse	\$75,520	
Detective/P2	Dom Abuse	\$57,600	
Detective/P2	Dom Abuse	\$57,600	
Detective/P2	Dom Abuse	\$57,600	
Detective/P2	Dom Abuse	\$57,600	
		<b><u>\$386,560</u></b>	<b><u>\$334,170</u></b>



# Police Management and Staffing Study

## 5 January 2009

### Vice/Narcotics Division and Investigative Support Division

**5.23** Transfer the two traffic officers and their K-9s currently assigned to work drug interdiction to the Vice/Narcotics Division, and two additional officers should be funded for this function. (New positions would be filled only after patrol officer positions are filled.)

**Police Response:**

**Status:**

**City Manager Response:**

**5.24** Assign the detectives and officers in the Vice/Narcotics Division to work eight-hour shifts with a focus on late afternoon and evening shifts, to include Saturdays.

**Police Response:** All scheduling recommendations have been referred to a scheduling committee.

**Status:** Recommendations will be made no later than 1 April 2009.

**City Manager Response:** Approve the Police response and timeline.

# Police Management and Staffing Study

## 5 January 2009

5.27 Fund at least one investigator/detective assigned to the crime of arson. (The position that was cut needs to be restored.) Most cities the size of Greensboro have multiple arson investigators.

**Police Response:** We highly concur with this recommendation. We believe two (2) Investigators/Detectives are needed. Arson represents a huge economic loss to the City of Greensboro. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of two (2) Arson Investigators/Detectives.

**Status:** Job Analysis Questionnaires for the Arson Investigators/Detectives were completed by the Police Department on 30 September 2008 and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of the two (2) full time Arson Investigators/ Detectives. Police have added related maintenance and operations' cost for each position along with their prioritization.

High Priority			
		Sal./Ben. Calc.	Operating
Detective/P2	Arson Investigator	\$57,600	
Detective/P2	Arson Investigator	\$57,600	
		<b>\$115,200</b>	<b>\$111,390</b>

# Police Management and Staffing Study

## 5 January 2009

*5.28* Assure that the City Attorney's Office work very closely with the Police Department in the handling of nuisance abatement cases, a typical process in other city governments.

Police Response: The City Attorney's Office has agreed to handle Nuisance Abatement cases as needed and has pledged to work closely with the Police Department.

Status: Completed.

City Manager Response: Approve Police response.

# Police Management and Staffing Study

## 5 January 2009

### SUPPORT/MANAGEMENT SERVICES

#### CHAPTER 6

##### Traffic Services Unit

**6.1** Assure that the Traffic Services Unit personnel are focused to assist the patrol function in the Greensboro Police Department.

**Police Response:** The overall mission of the Traffic Safety Unit is to support patrol in the delivery of police services to include the safety of motorists. The members of this unit realize they provide valuable support for patrol and often assist patrol officers whenever the demand for police services exceeds the available manpower. They also respond to assist in serious calls when they are in close proximity.

**Status:** Completed.

**City Manager Response:** Approve Police response.

**6.2** Assign Traffic Services units to respond to priority 1 calls that are held more than one minute.

**Police Response:** Do not concur. If the Traffic Safety Unit was consistently dispatched on priority one calls, they would be unable to focus on their primary mission of traffic safety.

**Status:** Completed.

**City Manager Response:** Approve Police response.

**6.3** Assign the two traffic officers with K-9s currently assigned to the TSU to a proposed street-level narcotics section within the Vice/Narcotics Division.

**Police Response:** We concur with this recommendation in principal. The proposal is currently being reviewed and a decision will be made soon.

**Status:** A decision will be made by 1 March 2009.

**City Manager Response:** Concur with Police response and timeline.

# Police Management and Staffing Study

## 5 January 2009

### Police Neighborhood Resource Centers

6.4 Revisit the staffing and hours of work for the Police Neighborhood Resource Center section, since patrol officers are required to handle calls/crime at least 76 percent of the time in the five major Greensboro Housing Authority properties and a higher percentage in other Greensboro Housing Authority properties.

Police Response: We do not feel that a change is necessary. The PNRRC program officers were never intended to serve in a call-response role only. While they do handle some calls for service, their primary mission is to serve as a bridge builder between police and residents of high crime public housing communities. Their hours of work are routinely changed to determine suitability to the primary mission.

Status: Completed.

City Manager Response: Approve Police response.

6.5 Explore the assignment of Police Neighborhood Resource Center personnel to two teams with at least one team working each Friday and Saturday night. Further, consider an eight-hour shift for maximum coverage in public housing, similar to the eight-hour schedule of detectives.

Police Response: Do not concur with this recommendation. Friday and Saturday have heavier call volumes but do not necessarily represent the times officers should be on-site. Shifts and reporting dates that are too predictable are counter to the PNRRC mission of deterring crime. The current schedule is flexible enough to change rapidly if needed while being consistent enough to allow staff time to plan ahead for work and personal events.

Status: Completed.

City Manager Response: Approve Police response.

6.6 Consider the benefits of one-officer cars for the Police Neighborhood Resource Center.

Police Response: We have considered the benefits of one-officer cars but feel that two-officer cars better serve the mission of the PNRRC program and save costs.

Status: Completed.

City Manager Response: Approve Police response.

# Police Management and Staffing Study

## 5 January 2009

6.7 Reassess having Police Neighborhood Resource Center officers involved in surveillance activities for prostitution or narcotics versus the use of marked patrol cars for police visibility the Greensboro Housing Authority properties.

Police Response: We currently utilize surveillance as needed often in conjunction with other specialized units within the Police Department. We feel there is no need for more advanced specialization.

Status: Completed.

City Manager Response: Approve Police response.

6.8 Assure that the patrol zone cars near the five Greensboro Housing Authority properties covered by Police Neighborhood Resource Center are dispatched on priority 1 calls, unless the Police Neighborhood Resource Center officers are closer to the location. Revisit the need for the Police Neighborhood Resource Center section, since patrol officers are required to handle calls/crime at least 76 percent of the time in the five major Greensboro Housing Authority properties and approximately 100 percent of the time in other Greensboro Housing Authority properties.

Police Response: PNRC is currently not in the dispatch plan and therefore patrol will automatically be dispatched. The Commanding Officer of the Operational Support Division has been directed to prepare an assessment by 28 February 2009 of the need for the PNRC partnership.

Status: Partially completed with an assessment completed by 28 February 2009.

City Manager Response: Approve Police response and timeline.

### Watch Operations Center/Telephone Response Unit

6.9 Continue to merge the Watch Operations and Telephone Response Unit functions to establish one entity. Continued conversion of positions could be done through attrition, thus minimizing costs.

Police Response: Concur with the recommendation. We have converted four (4) positions from Telephone Response Unit to Watch Operations Specialists. This has provided more coverage and better customer support. Some calls are also handled during daytime hours by the call center.

Status: Completed.

City Manager Response: Approve Police response.

# Police Management and Staffing Study

## 5 January 2009

### Court Liaison

#### Legal Support Unit/Warrant Unit

6.11 Ensure the full transition of responsibility for warrant data input and physical management to Records Management.

Police Response: Since February of 2008 the Legal Support has implemented several changes which support the long-term goal of having sworn officers serving only in operational roles, while non-sworn support staff becomes responsible for office and administrative management. The vast majority of legal papers are now housed in the Police Records Section.

Status: Completed.

City Manager Response: Approve Police response.

6.12 Monitor the workload of all areas within the Legal Support Unit, especially noting the level of personnel assigned to the jail intake function. Based on workload and scheduling requirements, additional staffing may be necessary.

Police Response: Concur and on-going. Workload is monitored monthly. The legal support "intake officer" processes approximately 250 arrestees monthly.

Status: Completed.

City Manager Response: Approve Police response.

### Forensics

6.13 Monitor and evaluate the staffing levels of the Forensics Division to ensure that growth and demand for services do not overtake the existing level of staffing.

Police Response: We have evaluated the staffing levels and from an in-house study, the Forensic Services Division is in need of additional CSI positions. Currently, each CSI is doing approximately 2.5 times the work of one CSI and it is causing fatigue and burnout with employees. Additional supervisors are also needed. The CSI's are a vital part of the police department's response to major violent crimes. It would be beneficial if the vacant CSI positions were not subject to the hiring freeze. The success of their work has an impact on solving crimes that impact the public safety.

Status: Request to fill the two vacant CSI positions are subject to the city-wide hiring freeze.

City Manager Response: I have approved the hiring of the two vacant CSI positions.

# Police Management and Staffing Study

## 5 January 2009

**6.14** Monitor and evaluate the impact of the new State Bureau of Investigation (SBI) crime laboratory in Greensboro to assess the impact of proximity and availability of services; consideration may be given to partnering to provide enhanced or expanded services.

**Police Response:** The only impact the new SBI crime laboratory will have on the Forensic Services Division will be that instead of taking narcotics to the SBI Lab in Raleigh to be analyzed, the narcotics will be analyzed here in Greensboro at the new lab. A faster turnaround time is anticipated.

**Status:** On-going and completed.

**City Manager Response:** Approve Police response.

**6.15** Analyze the factors related to turnover in the Forensics unit and take steps, as necessary to stem this turnover. The City may need to become involved if attrition is related to salary levels.

**Police Response:** The factors related to employee turnover rate are two-fold. One is the burnout of employees due to understaffing and the high demands of the CSI and Evidence role. At other agencies such as the Guilford County Sheriff's Department, CSI's are paid significantly more if they have a college degree. There is no educational incentive for non-sworn employees.

**Status:** On-going. We continually monitor employee turnover rates. Salaries should be revisited to make certain that salaries are at market rate.

**City Manager Response:** The Human Resource Office will be directed to conduct a Job Analysis of the Forensics positions to insure they are consistent with market value for similar positions within law enforcement agencies in this area. Completion date for the Job Analysis will be 15 May 2009.

**6.16** Ensure fair and equitable adherence to all departmental and division policies and procedures as well as the full understanding of these policies and procedures by all staff.

**Police Response:** The Forensic Services Division staff adheres to all department and division policies and procedures and understands them. The unit undergoes periodic inspection by the Staff Inspections Section to ensure compliance.

**Status:** Completed.

**City Manager Response:** Approve Police response.



# Police Management and Staffing Study

## 5 January 2009

### Property and Evidence

6.17 Fully implement the Open Systems Solutions Incorporated property and evidence module that allows seamless integration of data for property and evidence entry. This should also allow officers to enter property and evidence data and create their own property voucher.

Police Response: We are currently in the process of starting up the OSSI Property Module beginning in the Western Operations Division. Printers have been ordered and the OSSI Module will be implemented in 2009.

Status: Fully implemented by 1 July 2009.

City Manager Response: Concur with Police response and timeline.

6.18 Have routine audits of the Property and Evidence Section conducted by individuals or an agency not affiliated with the Greensboro Police Department.

Police Response:

Status:

City Manager Response:

6.19 Plan for sufficient property/evidence storage space for future needs, based upon growth, annexations and inability to destroy evidence.

Police Response:

Status:

City Manager Response:

6.20 Take necessary steps to ensure that destruction surveys are responded to, thus allowing unnecessary evidence to be destroyed.

Police Response: A Special Order from the Chief has made this a priority to ensure that destruction survey sheets are completed in a timely fashion. Also, light duty officers are being used to research the status of cases from the courts.

Status: Completed.

City Manager Response: Approve Police response.

# Police Management and Staffing Study

## 5 January 2009

### Records

6.21 Assure that the current records-related automation systems continue to receive a priority for ongoing maintenance and upgrades.

Police Response: Concur with this recommendation. Close coordination is maintained with Management Information Systems (MIS) to insure timely maintenance and upgrades.

Status: Completed.

City Manager Response: Approve Police Response.

6.22 Continue to maintain a high priority on planned enhancements and new automation applications and systems supporting the Greensboro Police Department.

Police Response: Concur with this recommendation. The Department places high priority on the business information systems. Planning will be conducted with close support from the MIS Division.

Status: Completed.

City Manager Response: Approve Police response.

6.23 Assure that patrol officers and supervisors are properly trained in their duties regarding the completion and submission of incident reports, including proper classification in accordance with Uniform Crime Report/Incident Based Reporting requirements.

Police Response:

Status:

City Manager Response:

6.25 Conduct quarterly audits of the records process to ensure that all cases are accounted for and have been properly processed, including being forwarded for further review/action.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

6.26 Reestablish the records administrator position to ensure proper oversight of the records' management function and an adequate span of control.

**Police Response:** We highly concur with this request. However, we have decided to civilianize the commander of the Information Technology Division and have a Director and Assistant Director of a newly established Records Division. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of three (3) positions.

**Status:** Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for these positions and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by December 15, 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if these positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are the rough estimates for the cost increases for one (1) full time Police Information Technology Manager, one (1) Records Management Manager, and one (1) Personnel Manager. Police have added related maintenance and operations' cost for each position along with their prioritization.

High Priority			
		Sal./Bene. Calc.	Operating
Civilian	Mgr Police IT	\$108,800	\$30,850
Civilian-DRM	Records Mgt Mgr	\$108,800	\$30,850
Civilian-DRM	Personnel Mgr	\$89,600	\$4,600
		<b><u>\$307,200</u></b>	<b><u>\$66,300</u></b>

# Police Management and Staffing Study

## 5 January 2009

*6.27* Absorb the staff of the Case Processing Unit into Records Management and current responsibilities maintained while assuming additional records oriented responsibilities.

Police Response:

Status:

City Manager Response:

*6.28* Enhance mutual respect among sworn and non-sworn members of the Department.

Police Response:

Status:

City Manager Response:

### Information Technology

*6.29* Involve Open Systems Solutions Incorporated, the vendor for Computer Aided Dispatch, in fixing Information Technology problems involving the collection and transfer of accurate, reliable information between Computer Aided Dispatch (Guilford Metro 91 1) and the various modules of the police system.

Police Response:

Status:

City Manager Response:

*6.30* Assure that someone other than crime analysts are routinely made aware of problems in the automated system.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*6.31* Provide adequate time for the Police Department to access and review necessary data and explain the data in writing before releasing that information to the public (requests from City officials and residents), until the systems are working reliably.

Police Response:

Status:

City Manager Response:

*6.32* Establish a task force, designating an individual to be responsible for holding regular meetings each month, for a period of one year, to discuss data issues and assure a team approach from all agencies involved with the Information Technology functions related to public safety.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

**6.33** Civilianize the Captain position in the Resource Management Division and assure that the civilian selected to fill this position has a wide ranging knowledge of information technology.

**Police Response:** We highly concur with this recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of two (2) positions: a Police Budget Analyst and a Personnel Assistant Manager. [See Recommendation 6.34 for additional information.]

**Status:** Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for these additional positions and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if these positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are the rough estimates for the cost increases of one (1) Police Budget Analyst and one (1) Personnel Assistant Manager. Police have added related maintenance and operations' cost for each position along with their prioritization.

High Priority			
		Sal./Bene. Calc.	Operating
Civilian-DRM	Police Budget Analyst	\$72,960	\$30,955
Civilian-DRM	Personnel Asst Mgr	\$65,280	\$30,420
		<b><u>\$138,240</u></b>	<b><u>\$61,375</u></b>

# Police Management and Staffing Study

## 5 January 2009

**6.34** Civilianize the Captain position in the Information Technology Division, ensuring that the person selected to fill the position is an Information Technology professional.

**Police Response:** We highly concur with this recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of one (1) position.

**Status:** A Job Analysis Questionnaire was completed by the Police Department on 30 September 2008 for this additional position and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if this position was filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of one (1) Civilian Information Technology Manager in the Police Department. Police have added related maintenance and operations' cost for this position along with their prioritization.

High Priority			
Civilian	Mgr Police IT	Sal./Bene. Calc. <b><u>\$108,800</u></b>	Operating <b><u>\$30,850</u></b>

# Police Management and Staffing Study

## 5 January 2009

*6.35* Assure that the multiple automated systems at patrol divisions can communicate with one another. Application requirements must be coordinated with the Department's Information Technology section prior to any development or programming.

Police Response:

Status:

City Manager Response:

*6.36* Ensure that funding and support are made available to continue and complete the transition to laptop capability in vehicles. This is an issue of both technology growth and enhancement as well as, and more importantly, officer safety.

Police Response:

Status:

City Manager Response:

### Crime Analysis

*6.37* Assign personnel in the crime analysis function to work an eight-hour day, Monday through Friday. This schedule should include some evening shifts to assure communication and coordination about crime analysis among patrol officers and investigators.

Police Response:

Status:

City Manager Response:

*6.38* Establish a working group to review and revitalize the crime analysis function and determine how it can better meet the needs of the Department.

Police Response:

Status:

City Manager Response:



# Police Management and Staffing Study

## 5 January 2009

*6.39* Relocate the crime analysis function within the organization to the proposed field operations deputy chief and consolidate all crime analysis positions under one civilian supervisor.

Police Response:

Status:

City Manager Response:

*6.40* Change the role of crime analysis from editing dispatch data and submitting monthly reports to a daily operational assessment of crime reports from the field and disseminate the information on a daily basis to all operational personnel, patrol, traffic, K-9, Community Resource Team, Central City Resource Team, Police Neighborhood Resource Center, School Resource Officers and investigations.

Police Response:

Status:

City Manager Response:

*6.41* House the crime analysis function in the future in an area that is more and equally accessible to staff and operational personnel.

Police Response:

Status:

City Manager Response:

### Fiscal Management

*6.42* Initiate efforts to civilianize the sergeant's position in this unit, and staff the position with an individual knowledgeable in the areas of budget and finance.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

**6.43** Re-institute the planning capability within the Department by creating new non-sworn positions of police planner and locating the positions and the function in the Office of the Chief.

**Police Response:** We highly concur with the recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of one (1) position.

**Status:** A Job Analysis Questionnaire was completed by the Police Department on 30 September 2008 for the new position of Police Planner and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if this position was filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be preented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of one (1) Civilian Police Planner in the Police Department. Police have added related maintenance and operations' cost for this position along with their prioritization.

High Priority			
Civilian	Planner	Sal./Ben. Calc.	Operating
		<u>\$72,960</u>	<u>\$5,135</u>

### Alarm Program

**6.44** Work with Open Systems Solutions Incorporated and Cry Wolf vendors/programs to develop an interface between the applications.

**Police Response:**

**Status:**

**City Manager Response:**

### Logistics

# Police Management and Staffing Study

## 5 January 2009

**6.46** Consider a more traditional take home vehicle program, at no cost to the participating officers, including permitting the officers to utilize the vehicles for personal reasons.

**Police Response:** A review of this program is currently being conducted and once a cost analysis has been completed, the results will be provided to the City Manager.

**Status:** Report will be completed 1 April 2009.

**City Manager Response:** Approve Police response.

**6.47** Institute a vehicle dead lining program to promote safety and professionalism.

**Police Response:**

**Status:**

**City Manager Response:**

**6.49** Review the Department's vehicle inventory to ensure the proper allocation and ratios of vehicles.

**Police Response:**

**Status:**

**City Manager Response:**

# Police Management and Staffing Study

## 5 January 2009

### WRITTEN DIRECTIVES

#### CHAPTER 7

**7.2** Conduct a regularly scheduled review of both its directives and standard operating procedures to ensure they are current and consistent.

**Police Response:** We concur with this recommendation. A committee has been assigned to review all directives and standard operating procedures and make recommendations for any needed changes.

**Status:** Recommendations anticipated by 28 February 2009.

**City Manager Response:** Approve the Police response and timeline.

**7.3** Consider a differentiating numbering system for directives and standard operating procedures with unique leading identifiers for the bureau and division standard operating procedures.

**Police Response:**

**Status:**

**City Manager Response:**

**7.4** Place the accreditation/policy function within the proposed planning unit.

**Police Response:**

**Status:**

**City Manager Response:**

**7.5** Continue the strong support for, and cooperation with, the accreditation function and its related responsibilities.

**Police Response:**

**Status:**

**City Manager Response:**

# Police Management and Staffing Study

## 5 January 2009

### HUMAN RESOURCES MANAGEMENT

#### CHAPTER 8

##### Recruitment and Selection

*8.1* Support a formal and structured recruiting program designed to attract greater quantities of quality applicants, including racial/ethnic and gender minorities for sworn positions. Such an effort should be staffed with at least one permanent and fulltime sworn officer.

Police Response:

Status:

City Manager Response:

*8.2* Continue the annual update of the affirmative action program.

Police Response:

Status:

City Manager Response:

*8.3* Develop a police officer announcement which has the appeal of the current announcement found only in the application packet.

Police Response:

Status:

City Manager Response:

*8.4* Minimize the number of sworn and civilian vacancies that exist at any point in time.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

8.6 Closely monitor the increasing attrition among sworn ranks.

Police Response:

Status:

City Manager Response:

8.7 Ensure that there is a program to sequentially track applicant flow/attrition by selection component by gender and race/ethnicity from application to final disposition (i.e., hired or not hired).

Police Response:

Status:

City Manager Response:

8.8 Continue to resist the inclination to hire borderline applicants, as defined in the psychological assessment, in order to fill trainee vacancies.

Police Response: Concur with this recommendation. It is the Department's policy to recruit the highest qualified candidates. Lowering the standards in order to fill vacancies is not an option that will be considered.

Status: Completed.

City Manager Response: Approve Police response.

8.9 Require an exit interview to ensure that all personnel attrition is tracked by specific reason, gender and race/ethnicity.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.10* Ensure that there is a more active involvement of Human Resources staff in the recruitment and selection of sworn police personnel.

Police Response:

Status:

City Manager Response:

*8.11* Ensure that a more formal oral board interview process is employed to include the training of evaluators, guidelines for evaluating applicant responses, and clear procedures for the scoring of applicant performance.

Police Response:

Status:

City Manager Response:

*8.12* Ensure that adverse impact analyses are conducted for all selection components.

Police Response:

Status:

City Manager Response:

*8.13* Reduce the size of the current seven-member Chief Selection Committee.

Police Response:

Status:

City Manager Response:

*8.14* Further reduce the amount of time necessary to fully process a sworn police officer application.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.15* Ensure that full-time police recruiter receives formal training in an outside, high quality and recognized police recruiting course.

Police Response:

Status:

City Manager Response:

*8.16* Encourage use of the recruitment incentive program, but consider paying the bonus only after the recruit has successfully completed all or a portion of the academy.

Police Response:

Status:

City Manager Response:

*8.17* Assess the reasons for all attrition evident in the current Police Basic Instructor's Course academy (i.e., Class 88).

Police Response:

Status:

City Manager Response:

### Promotions

*8.18* Implement the key principles for developing and administering promotional processes for both sworn and non-sworn ranks/classifications as previously described in this section.

Police Response:

Status:

City Manager Response:



# Police Management and Staffing Study

## 5 January 2009

*8.20* Continue to encourage minority (i.e., ethnic, racial and gender) participation in all promotional and specialized assignment selection processes.

Police Response:

Status:

City Manager Response:

*8.22* Employ closed-book tests in addition to open-book tests for the ranks of Police Officer II, Senior Police Officer and Master Police Officer.

Police Response:

Status:

City Manager Response:

*8.29* Ensure that each testing component (e.g., oral board) has specific and detailed benchmarks for every question/sub-question to be used for evaluating candidate performance.

Police Response:

Status:

City Manager Response:

*8.31* Continue the systematic collection of data pertaining to the performance of candidates participating in all promotional processes (e.g., number taking each examination component, number passing each examination component, average scores on each component, sex, race/ethnicity).

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.33* Assess the presence or absence of adverse impact in all future promotional process components.

Police Response:

Status:

City Manager Response:

*8.35* Ensure that announcements of all openings in specialized assignments take place.

Police Response:

Status:

City Manager Response:

*8.39* Eliminate or substantially revise the Promotional Potential Evaluation (P.E.).

Police Response:

Status:

City Manager Response:

### Training and Career Development

*8.41* Incorporate community and problem-oriented policing into the recruit academy curriculum.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.42* Incorporate diversity training into the recruit academy curriculum.

Police Response:

Status:

City Manager Response:

*8.43* Ensure that there is equity in the distribution of specialty training opportunities.

Police Response:

Status:

City Manager Response:

*8.44* Ensure that the subjects of community and problem-oriented policing and diversity are incorporated into both in-service and supervisory training programs.

Police Response:

Status:

City Manager Response:

*8.45* Make use of training bulletins as an effective and inexpensive form of continuing in-service training.

Police Response:

Status:

City Manager Response:

*8.46* Ensure that all training programs of whatever type are periodically evaluated as to their effectiveness.

Police Response:

Status:

City Manager Response:

*8.47* Combine STEP and C.P. into one career development program.

# Police Management and Staffing Study

## 5 January 2009

Police Response:

Status:

City Manager Response:

*8.49* Conduct an internal audit of training records.

Police Response:

Status:

City Manager Response:

*8.50* Determine whether additional hours of instruction can be deleted from the current recruit academy curriculum.

Police Response:

Status:

City Manager Response:

*8.51* Increase the compensation of Police Training Officers.

Police Response:

Status:

City Manager Response:

*8.52* Revitalize the Educational Intern Program.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

### Performance Evaluations

*8.53* Discontinue use of the term “performance evaluation,” and substitute the term “performance management.” The latter terminology is more encompassing, focusing on improvement/development rather than assessment alone.

Police Response:

Status:

City Manager Response:

*8.54* Develop a structured performance management system for the ranks of lieutenant, captain and assistant chief.

Police Response:

Status:

City Manager Response:

*8.55* Ensure that any performance management system used by the police is consistent with professional and legal guidelines.

Police Response:

Status:

City Manager Response:

*8.56* Ensure that what is in performance management policy is in performance management practice.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.57* Ensure that all supervisory personnel receive training in the use of the new patrol officer performance management forms and system.

Police Response:

Status:

City Manager Response:

*8.58* Ensure that the new Patrol Bureau performance management system is in compliance with the essential elements of a useful and respected performance management system as described earlier in this section.

Police Response:

Status:

City Manager Response:

*8.59* Consider eliminating the dimension weights employed in both the current and new performance management systems.

Police Response:

Status:

City Manager Response:

*8.60* Ensure revision of Policy 1.3 entitled, "Organization, Rank Structure, and Duties," so as to reflect current characteristics.

Police Response:

Status:

City Manager Response:

*8.61* Update and date all Statements of Duties and Responsibilities.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.62* Develop Statements of Duties and Responsibilities for those positions for which there are none.

Police Response:

Status:

City Manager Response:

### Loss of Employee Services

*8.63* Continue to monitor sick leave usage, and initiate remedial actions with those suspected of abuse.

Police Response:

Status:

City Manager Response:

*8.64* Ensure that employees on limited duty status do not exceed the 130 business day limit unless fully documented and justified.

Police Response:

Status:

City Manager Response:

*8.65* Routinely collect information pertaining to the nature and cause of on-the-job injuries sustained by personnel.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.66* Utilize job injury information for the purpose of developing and implementing focused injury prevention initiatives.

Police Response:

Status:

City Manager Response:

### Labor/Management Relations

*8.67* Encourage communication between the two sworn labor groups on issues of mutual concern.

Police Response:

Status:

City Manager Response:

*8.68* Revise the current grievance procedure to reduce the current number of review levels, and the time it takes to arrive at formal grievance dispositions.

Police Response:

Status:

City Manager Response:

*8.69* Produce more useful analyses of grievances by collectively examining them over multiple years.

Police Response:

Status:

City Manager Response:



# Police Management and Staffing Study

## 5 January 2009

*8.70* Maintain an up-to-date record of grievance dispositions.

Police Response:

Status:

City Manager Response:

*8.71* Establish and maintain a non-adversarial climate surrounding the submission of employee grievances.

Police Response:

Status:

City Manager Response:

*8.72* Redefine the unfounded and not sustained citizen complaint disposition definitions so as to eliminate current ambiguity.

Police Response:

Status:

City Manager Response:

*8.73* Eliminate use of the reasonable disposition and replace it with the exonerated disposition.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

8.74 Reexamine the nature and staffing of the Internal Affairs Section with a view to elevating ranks and increasing staff (minimum of Sergeant rank and one additional personnel).

**Police Response:** We highly concur with this recommendation. We believe we must take action to improve our capability to address this issue. In order to comply with this recommendation, it will require an increase of one (1) Lieutenant, and five (5) Sergeants. This structure is consistent with other law enforcement agencies of similar size.

**Status:** Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below are the rough estimates for the cost increase of at one (1) Lieutenant and five (5) Sergeants. Police have added related maintenance and operations' cost for each position along with their prioritization.

High Priority			
		Sal./Ben. Calc.	Operating
Lieutenant	Prof Standards	\$89,600	
Sergeant	Prof Standards	\$80,640	
Sergeant	Prof Standards	\$80,640	
Sergeant	Prof Standards	\$80,640	
Sergeant	Prof Standards	\$80,640	
Sergeant	Prof Standards	\$80,640	
		<b><u>\$492.800</u></b>	<b><u>\$55.695</u></b>

# Police Management and Staffing Study

## 5 January 2009

*8.75* Continue to reduce the amount of time necessary to complete Internal Affairs Section investigations.

Police Response: We concur with this recommendation. Delays are largely due to manpower shortages. This should be alleviated by the new personnel if approved. In addition, the Police will continue to streamline processes in an attempt to reduce investigative time.

Status: See Recommendation 8.74.

City Manager Response: The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases.

*8.78* Develop a brochure, in plain English and Spanish, that describes the citizen complaint/commendation process in a non-threatening and citizen friendly manner.

Police Response:

Status:

City Manager Response:

*8.79* Perform outreach activities to ensure widespread distribution of both the current Citizen Review Commission and the to-be-developed Greensboro Police Department brochures.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.80* Reexamine the severity of discipline, especially regarding sustained citizen complaints, with an eye to increasing the amount of discipline.

Police Response:

Status:

City Manager Response:

*8.81* Redefine levels of discipline, and reduce the four levels of reprimand to one or two levels.

Police Response:

Status:

City Manager Response:

*8.82* Ensure that the definitions and data collection regarding inquiries, administrative investigations and citizen complaints are clearly differentiated from one another to include specification of the investigative entity (i.e., supervisory level or Internal Affairs Section).

Police Response:

Status:

City Manager Response:

*8.83* Examine the relatively low percentage of sustained administrative investigations with an eye to reducing the number, but increasing the rate of sustained dispositions.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.84* Seek to minimize the amount of time employees are on administrative leave for disciplinary reasons.

Police Response:

Status:

City Manager Response:

*8.85* Develop a written policy which addresses pay while employees are on administrative leave for disciplinary reasons.

Police Response:

Status:

City Manager Response:

*8.86* Continue to support and enhance the use of the following programs: Peer Support Program and Team, Chaplaincy Program, Health and Fitness Program, Suggestion Program, Departmental Awards and Extra Departmental Awards Programs, Employee Drug Testing Program, and Psychological Assessment Program.

Police Response:

Status:

City Manager Response:

### Off-Duty Employment

*8.87* Conduct an audit (City) of the off-duty employment program on an annual basis.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.88* Assign watch commanders (proposed captains) and commanders of divisions to conduct periodic checks of work sites in the City to assure that personnel are working at a designated location, including days, nights and weekends.

Police Response:

Status:

City Manager Response:

*8.89* Explore the potential for software that will match records on payroll by date with off-duty jobs.

Police Response:

Status:

City Manager Response:

*8.90* Revise the written directive to limit the number of total hours that an employee can work on duty or off duty in any 24-hour period, not just a calendar day.

Police Response:

Status:

City Manager Response:

*8.91* Assure that division commanders monitor the number of off-duty hours worked by their subordinates to assure that off-duty work is not negatively impacting the on-duty work of subordinates.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

*8.92* Institute swift discipline of personnel when there are sustained complaints of employees violating off-duty job policies and procedures, or a failure to manage/ supervise personnel engaged in off-duty employment within their commands.

Police Response:

Status:

City Manager Response:

*8.93* Assure that the amount of funds for overhead is sufficient to pay for the costs of administering the program and the potential legal costs of civil suits arising from, or in connection with, off-duty employment that is sanctioned by the City.

Police Response:

Status:

City Manager Response:

*8.94* Ensure compliance with the policy provision that officers may not exceed the maximum 15 and one-half hours of combined on-duty and off-duty employment.

Police Response:

Status:

City Manager Response:

*8.95* Ensure compliance with the policy governing outside employment so that such employment does not detrimentally impact officers' fitness for regular duty.

Police Response:

Status:

City Manager Response:

# Police Management and Staffing Study

## 5 January 2009

### CHAPTER 9

#### 9.1 Develop a full-time Public Information Officer (PIO).

**Police Response:** We highly concur with this recommendation and have met with the Human Resources Office to begin developing a position description. In order to comply with this recommendation it will require an increase of one (1) position.

**Status:** Job Analysis Questionnaires were completed by the Police Department on 30 September 2008 for this additional position and forwarded to Human Resources. Human Resources will conduct their job evaluation, which will be completed by 15 December 2008.

Human Resources have completed the job evaluation and this position will remain on the list of unfunded positions until funding becomes available. The Police Department will continue to reprioritize this and other positions as conditions dictate.

**City Manager Response:** The Budget & Evaluation Office has conducted a preliminary analysis to identify what the Salary and Benefit calculations would be if each of the positions were filled. The Police Department has prioritized all of the recommended staffing increases and those priorities will be presented through the Budget and Evaluation process. Due to the current economic conditions, there is not money in the current budget to increase the staffing in the Police Department. The prioritization list will be held until conditions improve and allow for the requested increases. Listed below is the rough estimate for the cost increase of one (1) Public Information Officer. Police have added related maintenance and operations' cost for each position along with their prioritization.

High Priority			
Civilian	Public Info Officer	Sal./Ben. Calc. <u>\$72.960</u>	Operating <u>\$30.955</u>